

# *Army in Europe*



## *Basics of*





DEPARTMENT OF THE ARMY  
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
UNIT 29351  
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AEAGA-CE

10 August 2006

MEMORANDUM FOR Department of the Army Civilian Employees in Europe

SUBJECT: National Security Personnel System Implementation in Europe

This memorandum expires in 1 year.

1. With the passage of the 2004 National Defense Authorization Act, DOD was given authority to establish a new human resources management system for DOD civilians. This system is the National Security Personnel System (NSPS). On 28 April 2006, Deputy Secretary of Defense Gordon England signed a directive implementing the NSPS. With this directive, DOD began the process of converting all DOD civilian employees to the NSPS. The Army in Europe is scheduled to begin implementing the NSPS in 2007.
2. As the senior Army service component commander, I am responsible for the civilian workforce in Europe. The transition to and implementation of the NSPS will be a huge endeavor that will require the utmost in teamwork among our senior leaders, supervisors, managers, human-resource personnel, and civilian employees. I have asked Brigadier General Frutiger, the USAREUR G1, to lead this effort as the Army in Europe NSPS Transition Manager and to set the stage for successfully managing implementation of the NSPS in the European theater.
3. Communication will be key to implementing the NSPS successfully. Each activity will have a transition manager who will monitor the activity's preparedness and provide information about the NSPS as it becomes available. In the meantime, I encourage you to explore the USAREUR NSPS website at <http://www.per.hqusareur.army.mil/cpd/NSPS/default.aspx>. This website provides information about NSPS and links to both the Army and DOD NSPS websites.
4. A series of townhall meetings have been scheduled for early in fiscal year 2007, and training for all managers, supervisors, and employees will be conducted approximately 4 to 6 months before the NSPS is implemented in an activity. To prepare yourselves for this training, you should go to the Civilian Personnel On-Line website at <http://cpol.army.mil/library/general/nsps/> and complete the "NSPS 101" and "Fundamentals of NSPS" training courses.
5. Each of you has an important role in ensuring the NSPS is implemented successfully. By participating in training and keeping yourself informed of the latest developments, you can help yourself and the Army in Europe prepare for and make a smooth transition to the NSPS.

DAVID D. MCKIERNAN  
General, USA  
Commanding

*This memorandum is available at <https://www.ueaim.hqusareur.army.mil/library/>.*

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# Introduction



NSPS is a management system that provides the Department of Defense (DoD) with the tools necessary to compensate and reward its most valuable asset - its employees. Three concepts are core to the system:

- ♦ **Accountability** - Employees are responsible for their careers and performance. Performance and contributions pay off through salary increases and bonuses.
- ♦ **Flexibility** - NSPS is a simplified and adaptable management system that places the right people in the right jobs at the right time.
- ♦ **Results** - Performance and contribution link to achieving organizational goals and DoD's critical mission.

This guide provides an overview of the critical elements of NSPS. The transition to NSPS will take time. By using this guide as a reference, employees will become more familiar with the system and concepts and see some of the advantages NSPS has to offer.



# NSPS Upholds the Values and Principles of the Civil Service

NSPS changes many aspects of the current human resource (HR) system, however, much remains the same. NSPS will not change the scope of the employees' position or their ability to influence their success. NSPS also upholds the enduring values and principles upon which the civil service was founded. NSPS protects employees' fundamental rights and entitlements, such as:

- ◆ Protection from prohibited personnel practices
- ◆ Merit system principles
- ◆ Anti-discrimination laws
- ◆ Fundamental due process
- ◆ Whistleblower protections
- ◆ Veterans' preference principles
- ◆ Benefit laws such as retirement and health and life insurance
- ◆ Allowances and travel and subsistence expenses
- ◆ Training
- ◆ Leave and work schedules

# NSPS At-A-Glance

- ♦ NSPS is based on three core concepts.
  1. Performance
  2. Accountability
  3. Flexibility
- ♦ Upon conversion to NSPS, employees will not experience a loss in pay.
- ♦ Eligible employees will receive a pay increase through a one-time, prorated Within-Grade-Increase (WGI) buy-in when their position is converted.
- ♦ Generally, the title and occupational code will be the same as the current General Schedule (GS) series.
- ♦ Performance affects pay - eligibility for a rate range adjustment or a performance-based payout is tied to annual performance rating.
- ♦ Under NSPS most employees will be rated at level 3, which is “Valued Performer.”
- ♦ Performance payouts may be paid as a base salary increase, a bonus, or a combination of the two.
- ♦ NSPS emphasizes aligning work with an organization’s goals and focusing on results.
- ♦ NSPS uses a variety of checks and balances to ensure equity in the pay-for-performance process.
- ♦ Merit system principles and veterans’ preference principles still apply.
- ♦ Competitive procedures apply to the movement of an employee to a higher pay band, a higher level of work, or to temporary promotions for more than 180 days.
- ♦ NSPS reduction in force (RIF) rules minimize the disruption caused by displacement.
- ♦ When a RIF occurs, all employees within a competitive group are placed on a retention list. Retention standing is based on the following factors in priority order.
  1. Tenure
  2. Veterans’ preference
  3. Performance
  4. Length of service

# Converting to NSPS



## Conversion - How It Works

Conversion to NSPS happens automatically. The employee's permanent position of record converts from the GS to the NSPS classification structure without changing the roles and responsibilities.

The most important point to remember about conversion is that the employee converts into NSPS without a loss of pay. The total pay remains the same. In fact, it may increase if the employee is eligible for a one-time, prorated WGI buy-in. The prorated WGI buy-in is based on the length of time (calendar days) accumulated toward the next WGI. The WGI buy-in is added to the base salary when the position converts.

To receive the one-time, prorated WGI buy-in at conversion:

- ♦ The employee's performance must be acceptable.
- ♦ The employee must be in step 9 or lower in the current grade.

Once the position is converted, the employee will be placed into a **career group**, **pay schedule**, and **pay band**.



It's important to understand the classification architecture because it provides the basic structure for how employees are paid, promoted, reassigned, and rewarded.

## NSPS Classification Architecture at a Glance

The NSPS classification architecture is designed so that management officials can readily make classification decisions and employees and supervisors can understand the rationale. Positions are classified based on the following:

- ◆ Overall nature and purpose of the position's duties and responsibilities
- ◆ Position's level of difficulty
- ◆ Occupational qualifications
- ◆ Competency requirements
- ◆ Mission of the organization
- ◆ Relationship to other positions or organizational levels

Under the NSPS classification system, every GS position within the DoD will be assigned to a career group, pay schedule, and pay band. Many of the factors used to classify positions under NSPS are the same as in the old system, such as complexity and level of work. This flexible system was designed, in part, to allow greater movement both within and outside the career group and to develop and enhance employee skills and talents. To gain an understanding of what the differences are between GS and NSPS, review the following table.

Learning New Terms	
Under GS	Under NSPS
Occupational Family	Career Group
Pay Plan	Pay Schedule
Grade	Pay Band
Title and Occupational Series	Title and Occupational Code
OPM Classification Standards	NSPS Classification Standards

## Classification Appeal

If an employee believes their position is misclassified, they should speak directly with their supervisor. If the employee still believes their position is misclassified, they have the right to appeal. The servicing Civilian Personnel Advisory Center (CPAC) can provide assistance.

Based on the employee's occupation, they are placed in a career group. A career group is a broad grouping of occupations that perform similar types of work and have similar career progression patterns. There are four career groups as shown in the chart on the following page.

<b>STANDARD CAREER GROUP</b> <ul style="list-style-type: none"> <li>○ Professional/Analytical</li> <li>○ Technician/Support</li> <li>○ Student Employment</li> <li>○ Supervisor/Manager</li> </ul>	<b>INVESTIGATIVE and PROTECTIVE SERVICES CAREER GROUP</b> <ul style="list-style-type: none"> <li>○ Investigative</li> <li>○ Fire Protection</li> <li>○ Police/Security Guard</li> <li>○ Supervisor/Manager</li> </ul>
<b>SCIENTIFIC and ENGINEERING CAREER GROUP</b> <ul style="list-style-type: none"> <li>○ Professional</li> <li>○ Technician/Support</li> <li>○ Supervisor/Manager</li> </ul>	<b>MEDICAL CAREER GROUP</b> <ul style="list-style-type: none"> <li>○ Physician/Dentist</li> <li>○ Professional</li> <li>○ Technician/Support</li> <li>○ Supervisor/Manager</li> </ul>

Next, employees are assigned a pay schedule. A pay schedule combines similar types of work within a career group. There are typically four pay schedules (it varies by career group):

- ◆ Professional/Analytical
- ◆ Technician/Support
- ◆ Supervisor/Manager
- ◆ Student

Pay schedules define and categorize positions based on these similarities:

- ◆ Nature of work performed
- ◆ Career patterns
- ◆ Mission
- ◆ Job competencies

Finally, employees are placed into a pay band. A pay band combines a range of work into a discrete level. For each pay band, there is a pay range with a minimum and maximum pay rate. There are typically three pay bands for each pay schedule. (It varies by pay schedule.):

- ♦ Expert
- ♦ Journey
- ♦ Entry/Developmental

NSPS does not recognize **leader** positions by using a special title of leader or by assigning a separate pay schedule or pay band to these positions. If an employee is in a leader position, he/she is converted into the non-supervisory career group and pay schedule that corresponds to the occupational series of the employee's current position. (Prior to conversion, managers will review all leader positions to determine if they are more appropriately classified as supervisory positions.)

Employees in a **supervisory or managerial** position are converted into the appropriate Supervisor/Manager Pay Schedule in the career group corresponding to the occupational series of the employee's current position. (As the NSPS classification criteria have changed, management will review GS-14 positions to determine if they will be in Pay Band 2 or Pay Band 3.)

Under NSPS, GM employees are considered the same as GS and are entitled to the WGI buy-in provided:

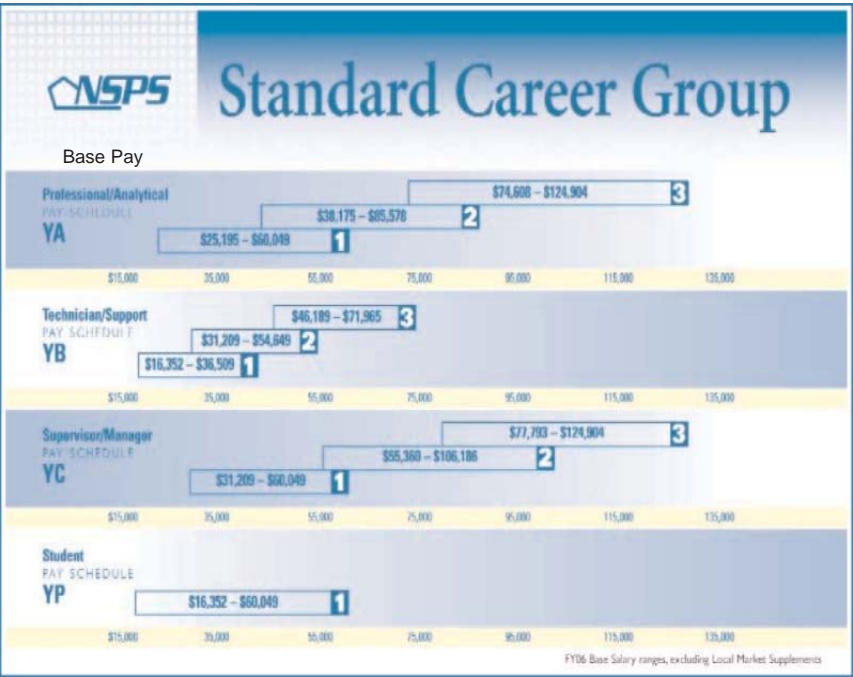
- ♦ They are below the top step of their assigned grade.
- ♦ Their official rating of record is acceptable.

## Putting It All Together

Review how the pay schedules and pay bands work within each career group. Pay ranges, except for dentists and physicians, are pegged to the current GS structure. The pay bands will continue to be aligned with the GS pay structure until the DoD has independently analyzed market data. In the future, pay ranges for the pay schedules and pay bands may be adjusted based on market conditions and other factors.

# Standard Career Group

The Standard Career Group contains all of the NSPS positions not covered by one of the other three specialized career groups. This group represents 71 percent of our workforce. There are four pay schedules in the Standard Career Group. Each Pay Schedule is designated by a pay code.



The **Professional/Analytical Pay Schedule (YA)** includes occupations that perform work involving judgment, discretion, and personal responsibility. The term "professional" refers to positions that have a positive educational requirement. The Professional/Analytical Pay Schedule consists of three pay bands: Pay Band 1 is for entry and developmental positions only; Pay Band 2 is for work at the full-performance level; and Pay Band 3 is for expert work.

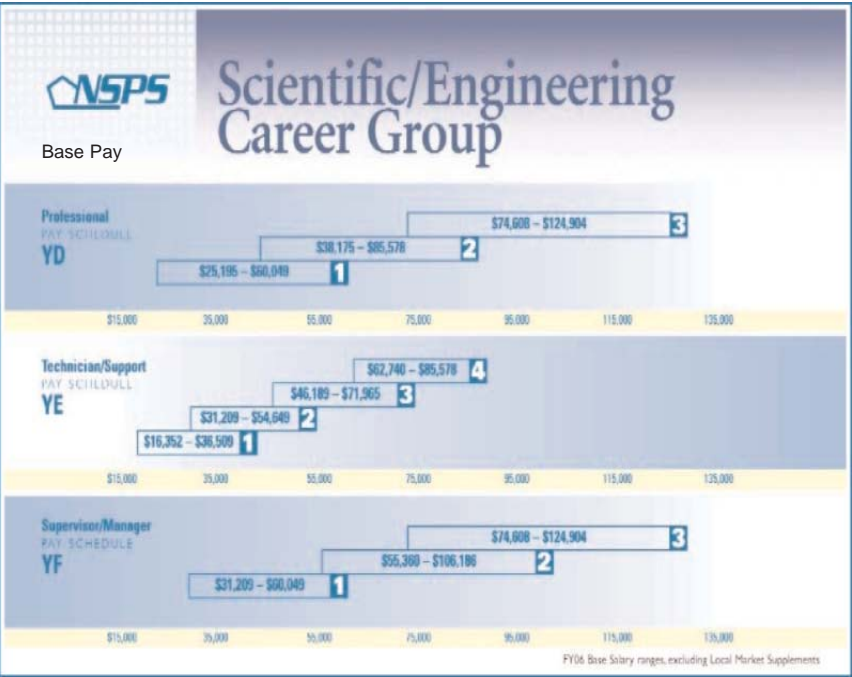
The **Technician/Support Pay Schedule (YB)** includes occupations that typically provide support to professional or analytical occupations. This pay schedule also contains three pay bands. Pay Bands 1 and 2 are considered entry level; Pay Band 3 is considered journey level.

Employees who supervise work in the Standard Career Group are classified in the **Supervisor/Manager Pay Schedule (YC)**. There are three pay bands in this pay schedule. The level of supervision and other related factors determine assignment within each band. The classification criteria for supervisory positions are consistent across all four career groups.

The **Student Educational Employment Program (SEEP) Pay Schedule (YP)** is used for all student positions, regardless of the field of study or related career field. Employees remain in the SEEP Pay Schedule until they complete their education. At that time, if they continue their employment, they are permanently assigned to the appropriate career group applicable to their field of study.

# Scientific and Engineering Career Group

The Scientific and Engineering Career Group covers professional, technician, and supervisory work in the engineering and scientific disciplines. This group represents 18 percent of our workforce. Each Pay Schedule is designated by a pay code.



The **Professional Pay Schedule (YD)** has three pay bands: Pay Band 1 is for entry or developmental positions only; Pay Band 2 is for work at the full-performance level; and Pay Band 3 is for expert work.

The **Technician/Support Pay Schedule (YE)** covers specialized technician work in support of professional engineering and scientific work and includes four pay bands. Pay Bands 1 and 2 represent typical full-performance work, and Pay Band 3 is expert work. The fourth pay band is designed to accommodate high-level technical work such as that performed by an engineering technician.

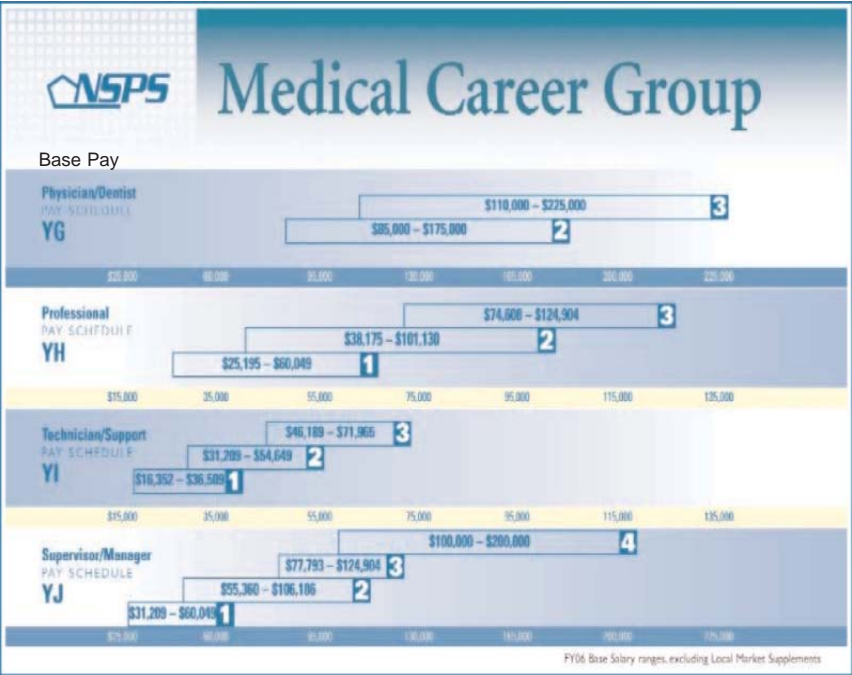
The **Supervisor/Manager Pay Schedule (YF)** is used to classify supervisors of employees performing engineering and scientific work. Supervisory classification is similar across all career groups.

Students hired under the Student Educational Employment Program (SEEP) who are enrolled in scientific and engineering degree programs are classified under the Standard Career Group, SEEP Pay Schedule (YP), for the duration of their student appointment.



# Medical Career Group

The Medical Career Group covers professional, technician, and support work in the medical field. This group represents 5 percent of our workforce. Each Pay Schedule is designated by a pay code.



In the Medical Career Group, there are two pay schedules for professional occupations. The **Physician/Dentist Pay Schedule (YG)** covers those two occupations exclusively and with two pay bands.

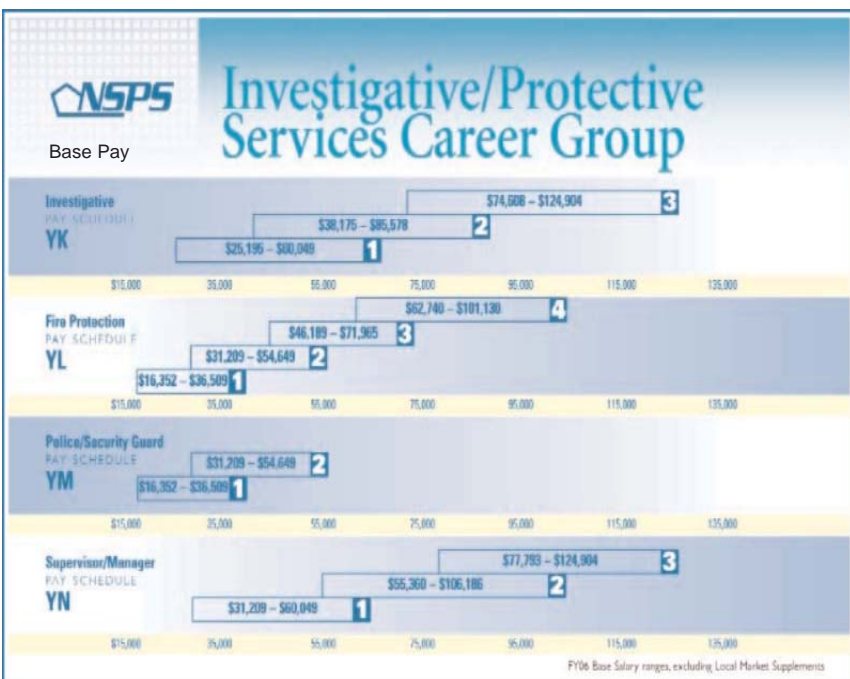
The **Professional Pay Schedule (YH)** covers all other professional occupations within the medical career field. There are three pay bands covering entry/developmental, journey, and expert levels.

The **Technician/Support Pay Schedule (YI)** covers specialized technician and other medical and health support work. There are three pay bands: Pay Bands 1 and 2 are considered journey level, and Pay Band 3 is considered expert level.

The **Supervisor/Manager Pay Schedule (YJ)** covers employees who supervise work in the Medical Career group. Supervisory classification criteria are similar across all career groups.

# Investigative and Protective Services Career Group

The Investigative and Protective Services Career Group covers investigative, security, and fire protection work. This group represents 6 percent of our workforce. Each Pay Schedule is designated by a pay code.



The Investigative and Protective Service Career Group has four separate pay schedules to cover groupings of related occupations involved in investigative and protective services work.

The **Investigative Pay Schedule (YK)** covers investigative and security work. Three pay bands cover the entry/developmental, journey, and expert-level work.

The **Fire Protection Pay Schedule (YL)** has three pay bands that apply to the firefighter, fire chief, and fire protection inspector occupations.

The **Police/Security Guard Pay Schedule (YM)** has two pay bands and covers two occupations exclusively: 0083 Police Officer and 0085 Security Guard.

The **Supervisor/Manager Pay Schedule (YN)** has three pay bands corresponding to the level of work supervised and other relevant factors consistent across all career groups.

# Pay and Compensation



A big concern for employees coming into NSPS is pay. The following information shows what comprises pay under NSPS and how employees receive pay raises. The chart on page 18 compares how pay is calculated under GS and how it will be calculated under NSPS.

There are four ways employees may receive a pay increase under NSPS in Europe.

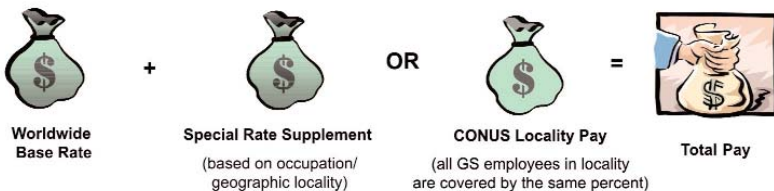
- ◆ Rate range adjustment
- ◆ Performance-based increase
- ◆ Promotion
- ◆ Reassignment or other placement action

NSPS does not change eligibility to overseas entitlements, such as Living Quarters Allowance or Post Allowance.

Upon return to the Continental United States (CONUS) locations, employees will be eligible for local market supplements (LMS), which are known as locality pay rates in the GS system.

# WHAT CONSTITUTES PAY

## General Schedule



## NSPS



## Determining Pay

Under NSPS, CONUS pay is determined by adding the worldwide base rate to the LMS. However, in Europe there is no LMS paid.

## Worldwide Base Rate

The career group, pay schedule, and pay band determine the base salary.

A pay band covers one or more of the grade levels used under the GS system, allowing a wide range of pay within each pay band. For example, under the Standard Career Group, Pay Band 2 of the Professional/Analytical Pay Schedule covers a base salary range with a minimum rate of \$38,175 and a maximum rate of \$85,578. This range equates to the salary range for employees currently in GS 9-13 positions under the GS system.

## LMS(CONUS)\*

NSPS replaces both GS locality pay and special salary rates with a LMS. Employees are eligible to receive a base salary increase and/or LMS adjustment if they have a rating of record of Level 2 (Fair) or higher.

LMSs are not portable. If an employee moves into a different position or geographic location, the LMS for the new position and location is received.

When an LMS is decreased, the decrease applies to all employees to whom the supplement applies, regardless of current rating of record.

Because LMS is a percentage of base salary, an increase to base salary will translate to a proportional increase in LMS.

*\* Limited situations for application outside CONUS.*

## Rate Range Adjustments

Another factor that can affect pay is a rate range adjustment. Each pay band has a rate range (minimum and maximum). Each rate range can increase, decrease, or remain the same depending on market drivers. Rate ranges are reviewed at least once a year, but adjustments can be made at any time during the year. To receive an increase, the employee must not be at the maximum of the pay band's new rate range or have an "unacceptable" performance rating. Under NSPS, step increases are eliminated because there are no grades.

## Pay for Promotions, Reassignments, and Other Placement Actions

Under NSPS, employees have the opportunity to affect their pay based on performance and the opportunities sought for promotions and reassignments.

### Promotions

Under NSPS, a promotion is a temporary or permanent move to a position in a higher pay band. When a promotion is received, pay increases by a minimum of 6 percent and, with management approval, may increase up to 20 percent or higher. The new base salary cannot be lower than the minimum or higher than the maximum of the pay band of the promotion position. \*

If the promotion is temporary, base salary reverts to that of the employee's permanent position upon return, plus any increases the employee may have been eligible for while in the temporary promotion.

*\* Limited situations for application outside CONUS.*

## Reassignments and Other Placement Actions

Reassignments and other placement actions occur when an employee moves, voluntarily or involuntarily, to different positions within the pay band or to a position in a comparable pay band. Review the following table to understand what this means.

Reassignment and Other Placement Actions	What This Means
Employee-initiated Reassignment	Employees may receive up to a cumulative 5 percent increase in base salary in a 12-month period, no matter how many times they request reassignment that year.
Management-directed Reassignment	An employee may receive up to a 5 percent increase in base salary for each reassignment. There is no limit to the number of times an employee can receive a management-directed reassignment.
Voluntary move to a lower pay band	Base salary must be set within the assigned pay band. Management may increase your base salary up to 5 percent (not to exceed the maximum of the rate range).
Adverse action	Base salary may be reduced by up to 10 percent. The reduction cannot cause the base salary to fall below the minimum rate of the new pay band or exceed 10 percent, unless a larger reduction is needed to place the employee at the maximum rate of the lower pay band. This reduction in pay band can only occur once in a 12-month period.
RIF	Not eligible for a base salary increase.

## Performance Affects Pay

Performance matters under NSPS. As such, pay is affected by employee performance and contributions. Along with affecting rate range and LMS adjustments, performance also affects what an employee will receive as a performance payout. Every year an organization receives funding that is set aside for performance payouts. Performance is the key determinant of whether an employee qualifies for a performance payout. A performance payout can be in the form of a base salary increase, a bonus, or a combination of the two. The performance payout is based on the rating of record and current salary.

<b>Performance Rating</b>	<b>Employees are eligible to receive...</b>
5 – Role Model	Performance-based pay increase Rate range adjustments Local market supplement increases (CONUS)
4 – Exceeds Expectations	
3 – Valued Performer	
2 – Fair	Rate range adjustments Local market supplement increases (CONUS)
1 – Unacceptable	No increases

## Pay for Developmental Employees

Accelerated Compensation for Developmental Positions (ACDP) is available to Pay Band 1 employees in developmental positions within certain pay schedules who have at least a Level 3 rating of record. Qualified employees are eligible to receive an increase to their base salary, bonus, or a combination of the two.

ACDPs are used to recognize growth and development and reward performance.





# Performance Management



One of the cornerstones of NSPS is the performance management system - a system that compensates and rewards employees based on performance and contribution to the mission of the activity. Understanding how performance and contribution link to achieving organizational goals and DoD's critical mission is important. When performance expectations and work are aligned with organizational goals and DoD's mission, an employee's value to the organization and mission is enhanced.

## Terms To Know

**Performance Expectations** - The duties, responsibilities, and competencies required by, or objectives associated with, an employee's position and the contributions and demonstrated competencies that management expects of the employee.

**Job Objectives** - An expression of performance expectations in the performance plan that are linked to the organization's goal(s) and mission(s). Job objectives are used to communicate major individual, team, or organizational responsibilities, contributions, and the related outcomes and accomplishments expected during the appraisal period.

**Contributing Factors** - The attributes and behaviors that are significant to the accomplishment of job objectives. There are seven contributing factors. Each objective will usually have one to three contributing factors.

- ♦ Communication
- ♦ Cooperation and Teamwork
- ♦ Critical Thinking
- ♦ Customer Focus
- ♦ Leadership
- ♦ Resource Management
- ♦ Technical Proficiency

**NSPS Performance Indicators** - The general descriptions of levels or thresholds of performance used to measure, evaluate, and score the achievement of your objective(s). The performance indicators are provided at Level 3 and Level 5 for each pay schedule and pay band.

**Rating of Record** - A rating of record is assigned for an employee's overall performance. The rating of record is based on a scale of 1 to 5.

- 5 - Role Model
- 4 - Exceeds Expectations
- 3 - Valued Performer
- 2 - Fair
- 1 - Unacceptable

**Performance Shares** - Based on the rating of record, employees are assigned a number of shares.

**Performance Payout** - Employees who receive a rating of record of Level 3 or higher are eligible for a performance payout that consists of a base salary increase, a bonus, or a combination of the two.

**Pay Pool** - The organizational elements, units, or other categories of employees that are combined for the purpose of determining performance payouts. An employee may only belong to one pay pool at a time. Pay pool also means the amount designated for performance payouts to employees covered by a pay pool.

**Pay Pool Manager** - The individual designated to manage the pay pool, resolve discrepancies, and ensure consistency.

**Pay Pool Panel** - Usually senior management officials, including the pay pool manager, of the organizations or functions represented in the pay pool that assist the pay pool manager in the exercise of his or her responsibilities.

## Planning Performance

Employees and their supervisors develop performance plans together. Typically the performance cycle is one year, ending September 30.

The employee and supervisor will:

- ♦ Discuss performance expectations for the performance cycle.
- ♦ Develop job objectives that are aligned with organizational goals and focused on results.
- ♦ Identify contributing factors that will be used to identify "how" objectives are accomplished. When performance plans are developed, a decision must be made as to which contributing factors are important for each objective. Typically, there are between one and three contributing factors for each job objective.
- ♦ Will arrange for on-going communications and dialogue throughout the performance cycle.

## Monitoring Performance

Throughout the performance cycle, the employee and supervisor monitor performance. It is important for both to know what is working, address what is not working, and ensure the performance plan accurately reflects work that is being performed. Employees should keep a record of their accomplishments so they are able to discuss them throughout the cycle.

An interim performance review should occur midway through the performance cycle. During this review adjustments are made to the performance plan if there have been significant changes to the work or organizational goals.

## Developing Performance

Developing performance is integrated with the performance management process. Along with meaningful performance-related discussions that help reinforce strengths and correct weaknesses, discussing training and developmental opportunities is important.

Professional or technical development opportunities should be discussed to further enhance an employee's contribution to the organization's mission and career goals. Developmental opportunities may include training, mentoring, and coaching. Employees are encouraged to seek opportunities to improve skills and abilities.

## Rating Performance

At the end of the performance cycle, the supervisor rates employee performance. Employees play an important role in the rating process by documenting what was accomplished and discussing those accomplishments with their supervisor. Performance is rated using a two-step process.

First, employees are rated on what they accomplished. This is done by evaluating each job objective using the NSPS Performance Indicator appropriate to the employee's pay schedule and pay band. A rating of one to five is received for each job objective.

Then, based on the supervisor's assessment of the selected contributing factor(s), the supervisor determines the contributing factors' overall influence on the associated job objective and indicates whether they increase the job objective rating by a factor of 1, decrease the rating by a factor of 1, or have no effect, 0.

The combination of the job objective rating and the contributing factor assessment (expressed as +1, 0, or -1) results in an adjusted rating for each job objective. The adjusted rating of each job objective is averaged to determine the recommended rating of record. Under NSPS it is anticipated that most employees will be rated as Valued Performers. (Level 3)

This recommended rating of record is used to determine any performance-related pay out (bonus and/or pay increase).

# Rewarding Performance

Supervisors are responsible for recommending:

- ◆ Rating of record
- ◆ Number of shares
- ◆ Payout distribution

The rating of record determines what performance award an employee is eligible to receive.

Rating of Record	Share Range	Eligible to receive...
5 – Role model	5 – 6	Base salary increase, bonus, or combination
4 – Exceeds expectations	3 – 4	Base salary increase, bonus, or combination
3 – Valued performer	1 – 2	Base salary increase, bonus, or combination
2 – Fair	0	No increase
1 – Unacceptable	0	No increase

This information is provided to the pay pool panel. In the pay pool process, the pay pool panel reviews recommended ratings of record, share assignments, and payout distributions. The pay pool panel is a group of managers/supervisors who manage the fund distribution and reconcile ratings across members of the pay pool.

The panel may adjust ratings, share assignments, and payout distributions to ensure equity and consistency across the pay pool.

When the pay pool process is completed, the supervisors are informed of the final rating and payout decisions. In turn, supervisors meet with employees to discuss the outcome. If a performance-based payout is received, it will be effective the first day of the first pay period beginning on or after January 1 of each year.

In addition to performance payouts from the pay pool, managers may use other appropriate funding sources to provide for discretionary performance payouts, such as organizational and team achievement recognition (OAR) awards.

# Discretionary Performance Payouts

Discretionary Performance Payouts may be used for:

- ♦ Extraordinary Pay Increases (EPI)
- ♦ OAR

## EPI

An EPI is an increase to base salary, a bonus, or a combination of both, intended to reward an employee when the payout formula does not adequately compensate for extraordinary performance and results. The EPI payment is in addition to the annual performance payout.

If used, the EPI is used sparingly and only to reward exceptionally high-performing employees whose performance and contributions to the organization are of an exceedingly high value. The decision to grant the EPI is entirely at the discretion of management.

Only employees who have a Level 5 (Role Model) rating of record are eligible for an EPI. The amount of the EPI awarded in the form of an increase to base salary may not cause the employee's base salary to exceed the top of their pay band.

## OAR

The OAR is an increase to base salary, a bonus, or a combination of both to recognize the members of a team, organization, or branch whose performance and contributions have successfully and directly advanced organizational goals. The OAR payment is made in conjunction with the annual performance payout.

The decision to grant the OAR is entirely at the discretion of management, with final approval by the pay pool manager.

Employees with a rating of record below Level 3 (Valued Performer) are not eligible to receive an OAR. The amount of the OAR awarded in the form of an increase to base salary may not cause an employee's base salary to exceed the top of their pay band.

*Note: Use of these performance payouts within U.S. Army, Europe (USAREUR) has not yet been determined.*

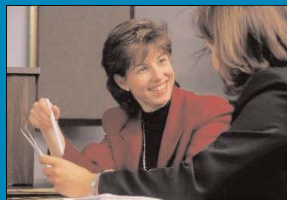


## Ensuring Equity

NSPS provides several ways to ensure that the performance rating process and the resulting performance payout are equitable and fair to all employees.

- ♦ Supervisors and managers receive initial and ongoing training.
- ♦ Supervisors work with employees to develop performance expectations and performance plans.
- ♦ Supervisors are accountable for rating employees fairly.
- ♦ Supervisors are evaluated on how well they conduct their performance management responsibilities. Their effectiveness, like their employees', is an important part of their performance rating and payout.
- ♦ Performance ratings are reviewed during the pay pool process by the pay pool manager to ensure consistency, accuracy, and fairness.
- ♦ The Pay Pool Manager has oversight of the pay pool process and is responsible and accountable for ensuring that it is fairly and equitably managed.
- ♦ Forced distribution of ratings (setting pre-established limits for the percentage or number of ratings that may be assigned) is not permitted.

# Hiring and Employment



NSPS is a simplified and adaptable management system that places the right people in the right jobs at the right time. Managers and supervisors have more tools, and employees have greater opportunities to move to new assignments and gain valuable new experience. NSPS makes it easier for employees to plan and manage their careers.

Under NSPS, DoD has the authority to waive or modify certain provisions governing hiring and employment while still adhering to merit system and veterans' preference principles.

# Internal Placement

The NSPS classification architecture with its career groups, pay schedules, and broad pay bands reduces administrative processes and paperwork when assigning work and enhances opportunities for career growth and development while ensuring merit principles are upheld.

NSPS gives employees the flexibility to move more easily to other positions. For instance, new assignments, matching an employee's qualifications and requiring the same level and area of knowledge, may no longer require an official personnel action.

Because NSPS groups occupations into career groups, pay schedules, and pay bands, employees are no longer bound by narrow work definitions tied to discrete grade levels. Progression within the pay band can be accomplished without having to follow merit promotion procedures.

Because there are no grades, NSPS eliminates the time-in-grade restrictions. However, employees still must meet the experience and/or education requirements for a specific position.

## Qualifying for NSPS Positions

Qualifying for a position under NPSPS is just like under the GS system. Employees must demonstrate they have the knowledge, skills, abilities, and competencies to be successful in the new position. For now, DoD will continue to use the Office of Personnel Management (OPM) qualification standards; however, DoD has the authority to modify or develop new standards to meet its mission.

## Merit Promotion

Merit principles still apply under NSPS and the NSPS classification pay banding architecture upholds merit system principles. Competition is required any time an employee is applying for, or is being selected for, a higher pay band than what is currently or previously held on a permanent basis.

The following are the most common personnel actions where merit promotion procedures are required:

- ♦ Movement to a position in a higher pay band within assigned pay schedule.
- ♦ Movement into a temporary promotion lasting more than 180 days.
- ♦ Reassignment or reduction in band to a position with a higher full-performance band than previously held on a permanent basis.

## Exceptions to Competition

The following promotion actions can be processed as exceptions to competitive procedures:

- ♦ Career-ladder promotion - A promotion resulting from a previous competitive selection for a position with a documented career ladder to a higher pay band (or GS grade now encompassed by a higher pay band).
- ♦ Additional duties and responsibilities - A promotion resulting from an employee's position being classified at a higher pay band because of additional duties and responsibilities.
- ♦ Temporary promotion - A promotion to a position in a higher pay band (or a position with known promotion potential) for 180 days or less.
- ♦ The movement of an employee to a higher pay band resulting from the issuance of a new classification standard.
- ♦ The correction of an initial classification error.
- ♦ A position change resulting from RIF procedures.

## Non-Competitive Placements

Non-competitive placements occur for placement actions that do not require merit promotion procedures. The most typical type of non-competitive placement is a reassignment.

Reassignments occur when an employee moves to a different position within the same pay band or to a position in a comparable pay band on a temporary or permanent basis. Previously, such movements were restricted by the grade structure and narrow work descriptions. Under NSPS, if the work is at a comparable level, an employee can move without competition to another position. This is because pay schedules and pay bands encompass many levels of work and occupations. Employees now have the potential for greater career growth and development.

## External Hiring - Competitive Examining

One of the goals of NSPS is to increase the efficiency of the recruiting and hiring process without compromising merit system principles. Under NSPS, the DoD has the authority to establish DoD competitive examining procedures. Authorized management officials may use a targeted recruitment strategy for attracting applicants from outside the Federal service. Veterans' preference principles still apply.

## Announcing Vacancies

Management has the option to consider only candidates from the local commuting area for an open position. A local commuting area is defined as any population center (or two or more neighboring ones) and the surrounding localities in which people live and can reasonably be expected to travel back and forth daily to their usual place of employment.

## Special Appointing Authorities

Although NSPS gives organizations several new appointing authorities, managers and supervisors can still use existing competitive and excepted appointment authorities.

### Severe Shortage Hiring Authority

DoD will determine when a severe shortage of candidates exists for particular occupations, pay bands, career groups, or geographic locations and approve the use of this authority. DoD may decide that such a shortage exists, or it may make the decision in response to a written request from a Component. To use the severe shortage hiring authority, Army must identify the position or positions they are unable to fill and must include supporting evidence that demonstrates a severe shortage of candidates exists.

### Critical Need Hiring Authority

DoD will determine when a critical hiring need exists and approve the use of this authority. Army must document the need by:

- ♦ Identifying the positions to be filled.
- ♦ Describing the event or circumstances that create the need to fill the positions.
- ♦ Specifying the duration for which the critical need is expected to exist.
- ♦ Including supporting evidence that demonstrates why the use of other hiring authorities is impracticable or ineffective.

### Time-Limited Authorities

Time-limited appointments allow management the flexibility to employ individuals to meet legitimate, non-permanent staffing needs. The new time-limited appointment authorities under NSPS allow managers to hire employees for a longer period of time on a non-permanent basis than what is allowed under the GS system.

Under NSPS, managers may use a "term" or a "temporary" authority. When considering which authority is appropriate, managers must first determine the length of time and circumstances of the temporary workload.

## Term Appointments

A term appointment is for a specified period of time when the need for an employee's services is not permanent or to accomplish permanent work in circumstances where the position cannot be filled permanently.

A term appointment may be used to fill positions for an initial period of more than one year but no more than five years. However, term appointments may be extended for one additional year by an authorized management official up to a maximum of six years.

Term appointments may be made through competitive or noncompetitive procedures.

## Temporary Appointments

A temporary appointment may be made for a period not to exceed one year and may be extended, in one-year increments, up to a total of three years.

## Probationary Periods

The first year of service for all permanent or term employees is covered by an NSPS probationary period. The probationary period is normally one year. However, the DoD has the option of establishing DoD-wide probationary periods of up to three years for select occupations.

Supervisors must still complete a supervisory probationary period when first appointed to a supervisory position.

If serving an initial or supervisory probationary period at the time of conversion, the probationary period will continue after conversion with no loss of time already served. If a probationary period has been completed prior to conversion, another does not have to be served under NSPS.

Management officials have the same options and procedures available to them under the GS system for handling employees who do not satisfactorily complete a probationary period.

# Workforce Shaping



In fulfilling our national security mission, the DoD must continually adapt the workforce structure to meet changing requirements and conditions. NSPS provides tools to properly align the civilian workforce and has revised RIF procedures that will be used if a RIF becomes necessary.

## What is Workforce Shaping?

Workforce shaping is the variety of actions that DoD managers take as they retool and refocus the workforce. Typically, when there are budget cuts, mission changes, technological changes, and other realignments, management can shape the workforce and accommodate any reductions without resorting to a RIF. When these actions do not accomplish reshaping goals and a RIF becomes necessary, NSPS rules minimize disruption by focusing attention where organizational changes are needed.



## NSPS RIF

NSPS allows DoD increased flexibility to realign, reorganize, and reshape the workforce for organization-based reasons. It also emphasizes retention based on performance.

The new procedures use competitive areas and competitive groups to define the boundaries within which employees compete for retention during a RIF.

A competitive area may be established based on one or more of the following:

- ◆ Geographical location(s)
- ◆ Line(s) of business
- ◆ Product line(s)
- ◆ Organizational unit(s)
- ◆ Funding line(s)

A competitive group is defined on the basis of one or more of the following:

- ◆ Career group
- ◆ Pay schedule
- ◆ Pay band
- ◆ Occupational code
- ◆ Trainee status

The use of competitive groups allows management to focus the RIF on the area being realigned. For example, a directorate of financial services has lost customers to another finance center. The directorate must reduce its financial technician staff because of a reduction in workload. Management can focus the RIF on the occupational code 0503, Financial Technician, where the realignment needs to take place. When a RIF occurs, all employees within a competitive group are placed on a retention list that ranks competing employees according to retention factors.

## Retention Factors

Retention factors determine employees retention standing and affect their ability to displace or be displaced by someone during a RIF. Under NSPS, retention standing is based on the following factors, listed in priority order:

**1. Tenure** - Tenure Group I and III employees compete in a RIF. Tenure Group 0 employees do not. There is no Tenure Group II under NSPS.

- ♦ Tenure Group I (Career) consists of all permanent employees, including those on an initial probationary period. Employees still on their initial probationary period will be placed at the end of the retention list for Tenure Group I in the order of their retention standing.
- ♦ Tenure Group III includes term, indefinite, status quo, and other non-status, non-temporary employees.
- ♦ Tenure Group 0 includes temporary employees.

**2. Veterans' Preference** - Employees are listed on the retention list by veterans' preference subgroups in the following descending order:

- ♦ AD - An employee eligible for veterans' retention preference with a compensable service-connected disability of 30 percent or higher.
- ♦ A - Other veterans in preference order.
- ♦ B - Employees not eligible for veterans' retention preference.

**3. Performance Credit** - After placement on the retention list according to veterans' preference, employees are placed on the list in descending order based on their performance score. An average of an employee's three most recent NSPS ratings of record received during the four-year period prior to the established cut-off are used to calculate an employee's performance credit. When employees first convert to NSPS, the DoD will assign a Level 3 (Valued Performer) rating of record.

**4. Length of Service** - The final consideration is length in service when placing an employee on a retention list. Within the credited performance score category, fellow employees are further ranked by length of service in descending order. Length of service is reflected in the RIF Service Computation Date and includes all creditable civilian and uniformed service.

## **NSPS RIF Displacement Procedures**

Displacement is the process of assigning employees to positions during a RIF. Under NSPS, displacement procedures replace the "bump and retreat" procedures previously used. During the process employees whose positions are abolished are assigned positions based on their retention standing. In other words, employees are placed in positions in the order of their retention standing and employees with the highest standing are placed first.

An employee is qualified to displace another employee on the retention list if he or she:

- ♦ Meets the designated qualification standards and requirements.
- ♦ Meets the minimum educational requirements.
- ♦ Is physically qualified, with reasonable accommodation, where appropriate.
- ♦ Can satisfactorily perform the duties of the position without undue interruption.
- ♦ In addition, the position offered must be no more than one pay band level or equivalent below their current pay band.

If more than one placement opportunity exists, the employee is offered the position occupied by the employee with the lowest retention standing.

# Resources and Training



Training courses and workshops are available to provide additional education on key NSPS elements. Employees should speak with their supervisor prior to registering for workshops or courses.

NSPS 101 - a web-based, self-paced course designed to provide an overview of the key NSPS elements. Links to this course may be found at [www.per.hqusareur.army.mil/cpd/NSPS](http://www.per.hqusareur.army.mil/cpd/NSPS) or [www.cpms.osd.mil/nsps](http://www.cpms.osd.mil/nsps). **All employees, supervisors, and managers should complete this course prior to attending HR Elements for Managers, Supervisors, and Employees.**

HR Elements for Managers, Supervisors, and Employees - an instructor-led course designed to provide an overview of the key HR elements. **Attendance at this course is mandatory for all managers, supervisors, and employees prior to conversion to NSPS.**

Performance Management for Managers and Supervisors and Performance Management for Employees - instructor-led courses designed to provide an overview of the performance management system; covers how to plan, monitor,

develop, rate, and reward performance; and define roles and responsibilities of managers, supervisors, and employees. **Attendance at this course is mandatory for all managers, supervisors, and employees prior to conversion to NSPS.**

Introduction to Pay Pool Management - instructor-led, interactive, immersion-style workshop that uses a series of extended simulations and guided discussions to help managers understand pay pool dynamics, communications, roles, responsibilities, and key considerations for effective pay pool panel participation and management.

Guide to Pay Pool Management - a guide that provides an overview of the pay pool process.

NSPS Core Competency (Softskills) Training - Four core competencies have been identified as being essential for successful NSPS implementation. These are 1) the ability to deal with change, 2) skill in interpersonal communications, 3) the ability to coach and counsel employees, and 4) the ability to achieve results through performance and/or manage employee performance. Army E-Learning offers several courses that teach these competencies. These courses are recommended for managers, supervisors, and employees to assist in the development of core competencies. Army employees may register for online courses under Army's E-Learning Program through Army Knowledge Online. Instructions for registering for these courses are available at [www.chra.army.mil](http://www.chra.army.mil) and click on NSPS Training Page. The recommended online courses are listed in the Army E-Learning catalog under Army NSPS Core Competency Training.

Writing SMART Objectives - a workshop designed to help all employees learn how to write effective job objectives, the cornerstone of the performance management system.

The following are websites designed to provide the latest information:

[www.per.hqusareur.army.mil/cpd](http://www.per.hqusareur.army.mil/cpd)  
[www.cpol.army.mil](http://www.cpol.army.mil)  
[www.cpms.osd.mil](http://www.cpms.osd.mil)

# Glossary



**Accelerated Compensation for Developmental Positions (ACDP)** - An increase to employee base salary, bonus, or a combination of both that may be provided to employees participating in Component-training programs or in other developmental capacities as determined by Component policy. The ACDP is awarded to recognize growth and development in the acquisition of job-related competencies combined with successful performance of job objectives.

**Appraisal period** - The period of time established under a performance management system for reviewing employee performance.

**Band or pay band** - A work level and associated pay range within a pay schedule.

**Band rate range** - The range of rates of basic pay (excluding any local market supplements) applicable to employees in a particular pay band. Each band rate range is defined by a minimum and maximum rate.

**Basic salary** - An employee's rate of pay before any deductions and exclusive of additional pay of any kind, except as expressly provided by applicable law or regulation. For the specific purposes, basic pay includes any local market supplement.

**Bonus** - An element of the performance payout that consists of a one-time lump-sum payment made to employees. It is not part of basic pay.

**Career employee** - An individual appointed without time limit to a competitive or excepted service position in the Federal service.

**Career group** - One or more associated or related occupations. A career group may include three or more pay schedules.

**Classification** - The process of analyzing and assigning a job or position to an occupational series, career group, pay schedule, and pay band for pay and other related purposes. Also referred to as job evaluation.

**Comparable pay bands** - Pay bands with the same level of work within and across varying pay schedules and career groups, regardless of the specific earning potential of the bands.

**Competencies** - The measurable or observable knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform a particular job or job function successfully.

**Competing employee** - For RIF and transfer of function (TOF) purposes, a career employee (including an employee serving an initial probationary period), an employee serving on a term appointment, and other employees as identified in implementing issuances.

**Competitive area** - The boundaries within which employees compete for retention.

**Competitive group** - Employees within a competitive area who are on a common retention list for the purpose of exercising displacement rights.

**Conditions of employment** - Personnel policies, practices, and matters affecting working conditions - whether established by rule, regulation, or otherwise - except that such term does not include policies, practices, and matters relating to:

- ♦ Political activities prohibited under title 5 USC chapter 73, subchapter III.
- ♦ The classification of any position, including any NSPS classification determinations.
- ♦ The pay of any employee or for any position, including any determinations regarding pay or adjustments thereto under NSPS.
- ♦ Any matters specifically provided for by Federal statute.

**Contributing Factors** - The attributes and behaviors that are significant to the accomplishment of your job objectives.

**Direct hire authority** - Authority authorized by DoD when it determines there is a severe shortage of critical candidates or a critical hiring need.

**Displacement right** - The right of a competing employee who is displaced from his or her present position because of position abolishment or because of displacement resulting from the abolishment of a higher-standing employee on the retention list, to displace a lower-standing employee on the list on the basis of the retention factors.

**Extraordinary Pay Increase (EPI)** - A discretionary basic pay increase or bonus to reward an employee at the highest performance level who has been assigned the maximum number of shares available under the rating and contribution scheme when the payout formula does not adequately compensate the employee for his or her extraordinary performance and contribution.

**General Schedule (GS)** - The GS classification and pay system established under chapter 51 and subchapter III of chapter 53 of title 5, U.S. Code.

**Higher pay band** - A pay band designated to be a higher level of work than an employee's currently assigned band, either within or across varying pay schedules and career groups, regardless of the specific earning potential of the band.



**Implementing issuance or issuances** - A document or documents issued by the Secretary, Deputy Secretary, Principal Staff Assistants (as authorized by the Secretary), or Secretaries of the Military Departments to carry out a policy or procedure implementing NSPS. These issuances may apply DoD-wide or to any part of DoD as determined by the Secretary at his or her sole and exclusive discretion. These issuances do not include internal operating guidance, handbooks, or manuals that do not change conditions of employment, as defined in NSPS regulation.

**Initial probationary period** - The period of time, as designated by the Secretary, immediately following an employee's appointment, during which an authorized management official determines whether the employee fulfills the requirements of the assigned position.

**Job Objectives** - An expression of performance expectations in the performance plan that are linked to the organization's goal(s) and mission(s). Job objectives are used to communicate major individual, team, and organizational responsibilities, contributions, and the related outcomes expected of you during the appraisal period.

**Local market supplement (LMS)** - Additional pay to address labor market factors that are location and/or occupation specific. Under NSPS these supplements are used in lieu of Title 5 locality pay and special salary rate supplements. These supplements will be expressed as a percentage of basic salary (including a retained rate).

**Lower pay band** - A pay band designated to be a lower level of work than an employee's currently assigned band, either within or across varying pay schedules and career groups, regardless of the specific earning potential of the band.

**Minimum period** - The period of time established by the Secretary during which an employee will perform under applicable performance expectations before receiving a rating of record.

**Modal rating (pay administration)** - The most frequent rating of record assigned to employees in the same pay band within a particular pay pool for a particular rating cycle.

**Modal rating (RIF)** - The most frequent rating of record assigned to employees in a particular competitive group.

**Organizational/Team Achievement Recognition (OAR)** - An increase to an employee's base salary, a bonus, or a combination of these to recognize the members of a team, organization, or branch whose performance and contributions have successfully and directly advanced organizational goals.

**Pay band or band** - A work level and associated pay range within a pay schedule.

**Pay pool** - The organizational elements/ units or other categories of employees that are combined for the purpose of determining performance payouts. Each employee is in only one pay pool at a time. Pay pool also means the amount designated for performance payouts to employees covered by a pay pool.

**Pay Pool Manager** - The individual designated to manage the pay pool, resolve discrepancies, and ensure consistency.

**Pay Pool Panel** - Usually senior management officials, including the pay pool manager, of the organizations or functions represented in the pay pool that assist the pay pool manager in the exercise of his or her responsibilities.

**Pay retention** - Temporary preservation of an employee's former rate of basic pay when the rate exceeds the maximum rate of the employee's new pay band.

**Pay schedule** - A set of related pay bands for a specified category of employees within a career group.

**Performance expectations** - The duties, responsibilities, and competencies required by, or objectives associated with, an employee's position and the contributions and demonstrated competencies management expects of an employee.

**Performance management** - Applying the integrated processes of setting and communicating performance expectations, monitoring performance and providing feedback, developing performance and addressing poor performance, and rating and rewarding performance in support of the organization's goals and objectives.

**Performance payout** - The total monetary value of a performance pay increase and bonus resulting from the performance appraisal process and contribution assessment.

**Performance share** - A unit of performance payout awarded to an employee based on performance. Performance shares may be awarded in multiples commensurate with the employee's performance and contribution rating level.

**Performance share value** - A calculated value for each performance share based on pay pool funds available and the distribution of performance shares within a pay pool expressed as a percentage or fixed dollar amount.

**Probationary period** - See initial probationary period.

**Promotion** - The movement of an employee from one pay band to a higher pay band on a permanent or temporary basis.

**Rating of record** - A performance appraisal prepared:

- ♦ At the end of an appraisal period covering an employee's performance of assigned duties against performance expectations over the applicable period; or
- ♦ As needed to reflect a substantial and sustained change in the employee's performance since the last rating of record as provided in DoD implementing issuances.

**Reassignment** - The movement of an employee to a different position in the same or a comparable pay band on a permanent basis. There are three basic types of reassignment:

- ♦ **Management-Directed Reassignment** - When management reassigns an employee within his or her current or comparable pay band.
- ♦ **Employee-Initiated Reassignment** - When an employee is reassigned as a result of selection via an open vacancy announcement.
- ♦ **Involuntary Reassignment** - When an employee is involuntarily reassigned to a comparable pay band through adverse action procedures (as a result of poor performance or misconduct).

**Reduction in band** - The movement of an employee from one pay band to a lower pay band.

**Reduction in pay** - A decrease in an employee's rate of basic pay fixed by law or administrative action for the position held by the employee before any deductions and exclusive of additional pay of any kind. Basic pay does not include local market supplements or similar payments. Nonreceipt of a pay increase is not a reduction in pay.

**Retention factors** - Tenure, Veterans' preference, performance, length of service, and other factors as the Secretary considers necessary and appropriate to rank employees within a particular retention list.

**Retention list** - A list of all competing employees occupying positions in the competitive area, who are grouped in the same competitive group on the basis of retention factors.

**Salary** - The rate of basic pay fixed by law or administrative action for the position held by an employee before any deductions and exclusive of additional pay of any kind. Pay does not include locality-based comparability payments, local market supplements, or other similar payments.

**Similar positions** - Positions in which the duties performed are similar in nature and character and require substantially the same or similar qualifications, so that the incumbent could be interchanged among the positions without significant training or undue disruption in the work.

**Temporary employee** - An individual not on a career appointment who is employed for a limited period of time not to exceed one year. The appointment may be extended, up to a maximum established by implementing issuances, to perform the work of a position that does not require an additional permanent employee.

**Temporary promotion** - Movement to a higher pay band on a temporary basis.

**Temporary reassignment** - Movement, either employee-initiated or management-directed, to a comparable pay band on a time-limited basis.

**Term employee** - An individual not on a career appointment who is employed for a period of more than one year up to a maximum established by implementing issuances, when the need for an employee's service is not permanent.

**Time-limited employee** - An individual serving for a period of limited duration (e.g., a temporary or term appointment), in either the competitive or excepted service.

The first part of the paper discusses the importance of understanding the local context in which a project is implemented. This involves conducting a thorough assessment of the social, cultural, and economic conditions of the community. Only by understanding these factors can a project be designed to be effective and sustainable.

The second part of the paper explores the role of community participation in the development process. It argues that communities should not be passive recipients of aid but active participants in their own development. This requires building trust and capacity within the community, as well as ensuring that local voices are heard and valued.

The third part of the paper examines the challenges of implementing community-based development projects. These challenges include limited resources, lack of technical expertise, and resistance to change. However, these challenges can be overcome through careful planning, strong leadership, and a commitment to transparency and accountability.

The fourth part of the paper discusses the importance of monitoring and evaluation in community development. This involves setting clear goals and indicators, collecting data, and analyzing the results. Monitoring and evaluation are essential for understanding what works, what doesn't, and how to improve the project over time.

The fifth part of the paper concludes by emphasizing the need for a holistic approach to community development. This means addressing the interconnected nature of social, economic, and environmental issues, and working towards sustainable development for all.